



Core Question 3: Is the organization effective and well run?

The Governance and Leadership Performance Framework, outlined in Core Question 3, gauges the academic and operational leadership of schools. Core Question 3 consists of five indicators designed to measure schools on how well their school administration and board of directors comply with the terms of their charter agreement, applicable laws, and authorizer expectations.

3.1. Is the school leader strong in his or her academic and organizational leadership?							
Indicator Targets	Does not meet standard	The school leader presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.					
	Approaching standard	The school leader presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.					
	Meets standard	The school leader complies with and presents no concerns in the sub-indicators below.					
	Exceeds standard	The school leader consistently and effectively complies with and presents no concerns in the sub-indicators below.					
3.1 Rating	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	AS	MS	ES				
Sub-indicator Ratings	Sub-indicators						Rating
	Demonstration of sufficient academic and leadership experience						ES
	Leadership stability in key administrative positions						MS
	Communication with internal and external stakeholders						ES
	Clarity of roles among schools and staff						MS
	Engagement in a continuous process of improvement and establishment of systems for addressing areas of deficiency in a timely manner						ES
	Consistency in providing information to and consulting with the schools' board of directors						ES

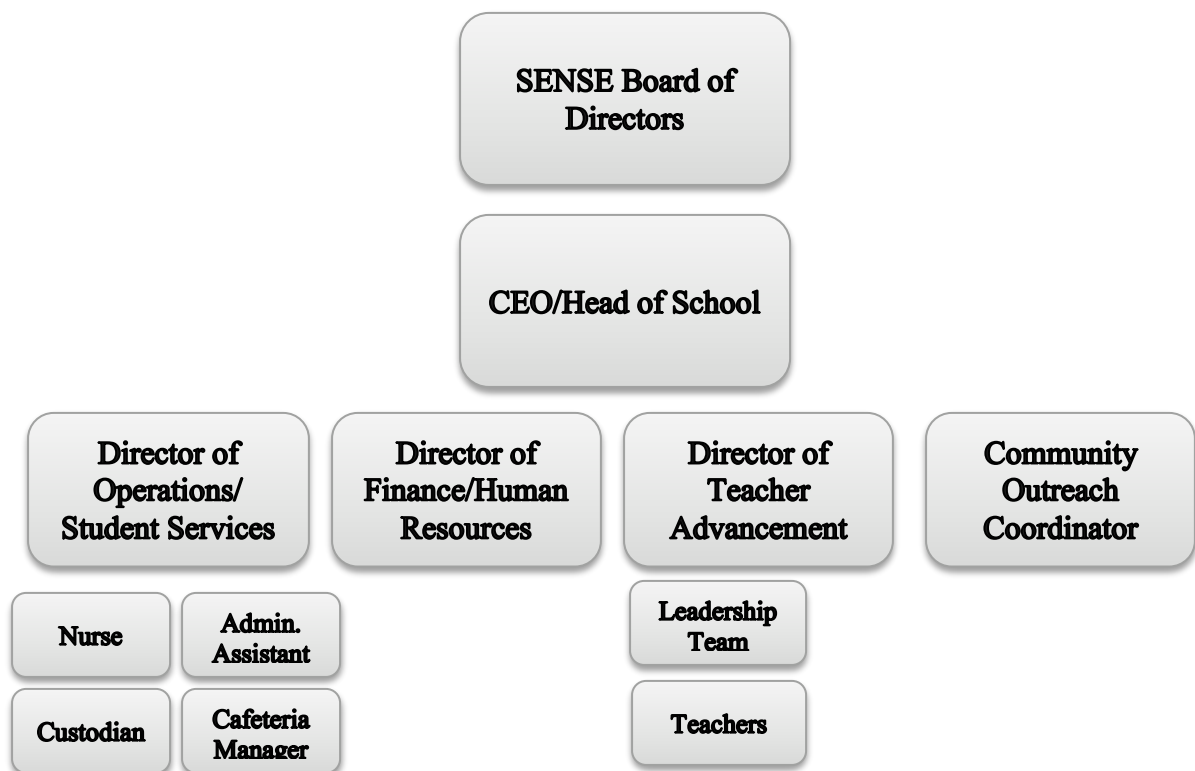
The Head of School for Southeast Neighborhood School of Excellence (SENSE) has an extensive background in education, including several years of teaching and administration experience and multiple degrees and certifications. The school leadership team, including a Director of Teacher Advancement and Continuous Growth, Director of Operations and Student Services, and Community Outreach Coordinator demonstrated sufficient academic and operational expertise and has remained relatively stable over time. Roles and



responsibilities are clearly delineated with the Head of School maintaining consistent oversight to monitor overall school performance.

The Head of School consistently communicated with internal and external stakeholders, including the school staff, board of directors, Board Chair, Mayor's Office (OEI), community organizations and partnerships, and families. She has worked over the course of the past two school years to develop regular and strategic professional development and evaluation systems for staff and has continued to build and maintain meaningful relationships with the local community and families. For example, she regularly participated in meetings with the SE Congress, Southeast Neighborhood Development, and the Southeast Education Task Force. Additionally, she built opportunities throughout the year for parents to be involved in school activities and to receive services such as the school's community food bank.

Organizational Chart



Since the Head of School joined SENSE, she has engaged in an intensive and focused process of school improvement. Previously, the school struggled academically, operationally, and financially. Upon taking the leadership role, the Head of School, along with support from the board of directors, identified targeted areas for improvement, set rigorous goals for improvement, and developed systemic school-wide interventions. Since then, the school has made constant considerable improvements, most notably in academics.

A thorough report was provided to the board at every meeting that included section on multiple measures of school performance. Information was consistently accurate, relevant, and timely. Additionally, the Head of School sat on the board's Education Committee and provided critical updates and perspective for the school. Due to the consistently exceptional operational and academic leadership of SENSE, the school is exceeding standard for school leadership.



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3.2. Does the school satisfactorily comply with all its organizational structure and governance obligations?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.2 Rating	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	DNMS	MS	MS				
Sub-indicator Ratings	Sub-indicators						Rating
	Submission of all required compliance documentation in a timely manner as set forth by the Mayor's Office, including but not limited to: meeting minutes and schedules, board member information, compliance reports and employee documentation						MS
	Compliance with the terms of its charter, including amendments, school policies and regulations, and applicable federal and state laws						MS
	Proactive and productive collaboration with its board and/or management organization (if applicable) in meeting governance obligations						MS
	Active participation in scheduled meetings with OEI, including the submission of required documentation by deadlines						MS

During the 2013-2014 school year, the Head of School was primarily responsible for submitting compliance documents to the Mayor's Office (OEI) and the Indiana Department of Education (IDOE). The majority of documents, such as employee spreadsheets, board meeting minutes, and quarterly reports, were submitted on time or early.

Additionally, SENSE maintained compliance with all material sections of its charter and submitted amendments as necessary. The Head of School was consistently engaged in meetings with OEI and maintained frequent communication with OEI between scheduled meetings. For these reasons, SENSE is meeting standard for compliance obligations.



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3.3. Is the school's board active, knowledgeable, and does it abide by appropriate policies, systems, and processes in its oversight?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.3 Rating	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	MS	ES	MS				
Sub-indicator Ratings	Sub-indicators						Rating
	Timely communication of organizational, leadership, academic, fiscal, or facility deficiencies to the Mayor's Office; or when the school's management company (if applicable) fails to meet its obligations as set forth in the charter						MS
	Clear understanding of the mission and vision of the school						ES
	Adherence to board policies and procedures, including those established in the by-laws, and revision of policies and procedures, as necessary						MS
	Recruitment and selection of members that are knowledgeable, represent diverse skill sets, and act in the best interest of the school and establishment of systems for member orientation and training						MS
	Effective and transparent management of conflicts of interest						MS
	Collaboration with school leadership that is fair, timely, consistent, and transparent in handling complaints or concerns						ES
	Adherence to its charter agreement as it pertains to governance structure						MS
	Holding of all meetings in accordance with Indiana Open Door Law						MS

The board of directors at SENSE is active, experienced, and clearly committed to the mission and vision of the school. The board is comprised of individuals with experience in law, business, finance, healthcare, social services, and marketing. Additionally, to maintain alignment with its mission and bylaws, the SENSE board prioritized recruitment of directors from the school's community as well as parents of current students.

A review of meeting minutes and notes demonstrates the board's clear commitment to the school's mission as a community-driven school that nurtures academics, social development, and civic responsibility. Along with typical oversight of academic and financial documents, board members regularly engaged in thoughtful discussions around student and family well-being. For example, the board regularly discussed how to better engage families in the school and worked alongside the Community Outreach Coordinator to ensure family needs and concerns were voiced. Individual directors were consistently engaged and offered support as well as expertise during meetings. While the board met monthly and consistently met quorum, attendance varied, with an average of four directors absent at each meeting.

Skill Sets Represented on Board

Legal		Business/ Marketing	
Finance		Healthcare	
Community		Parent	

The Board Chair and Head of School maintained consistent communication with one another and the Mayor's Office (OEI). They both were proactive in providing to OEI up to date and transparent information about school performance, concerns, and future plans throughout the course of the year.

Board Overview

Southeast Neighborhood School of Excellence, Inc. holds the charter for Southeast Neighborhood School of Excellence.

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Members

majority

Required for Quorum

The SENSE board meets monthly.

Southeast School of Excellence is the only school operated by the board. Currently, it does not contract out with a Charter Management Organization or an Education Service Provider.

Regarding governance operations, the board maintained proper oversight of its bylaws, noting mid-year that a parent was needed to be in compliance. A parent was immediately recruited and has since added valuable skills and perspectives to the board. The majority of meetings were held as scheduled and regularly met quorum. All meetings abided by Indiana Open Door Law. For the reasons explained above, SENSE is meeting standard for board governance.

3.4. Does the school's board work to foster a school environment that is viable and effective?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.4 Rating	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	n/a	n/a	MS				
Sub-indicator Ratings	Sub-indicators						Rating
	Regular communication with school leadership and/or its management company						ES
	Annual utilization of a performance based evaluation to assess its own performance, that of the school leader, and management organization (if applicable)						AS
	Collaboration with the school leader to establish clear objectives, priorities, and goals						MS
	Interaction with school leader that is conducive to the success of the school, including requesting and disseminating information in a timely manner, providing continuous and constructive feedback, and engaging the school leader in school improvement plans						ES

The SENSE board held monthly meetings at which all stakeholders, including committees and members of the school leadership team, provided updated reports. Between meetings, committees met regularly to monitor topics discussed at board meetings and to provide oversight and support. The board had six established committees: Executive, Finance, Education and Curriculum, Community Outreach and Fundraising, Art Attack!, and Building (ad hoc).

For the 2013-2014 school year, the board combined OEI's Performance Framework, school priorities and goals, and staff feedback to provide a thorough evaluation of the Head of School. While the board continued to engage in training and practices to maintain a high level of performance itself, there was no formal method of setting board goals or evaluating its own performance, hindering the board from objectively gauging its effectiveness at the close of the year.



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All meetings and observed interactions between the board and school staff were held in a professional and collaborative manner. The board provided a high level of autonomy to the Head of School and relied on her experience to make decisions regarding school operations, but also provided a high level of encouragement, praise, and support where needed. For the reasons explained above, SENSE is meeting standard for school and board environment.

3.5. Does the school comply with applicable laws, regulations, and provisions of the charter agreement relating to the safety and security of the facility?							
Indicator Targets	Does not meet standard		The school presents concerns in a majority of the sub-indicators with no evidence of a credible plan to address the issues.				
	Approaching standard		The school presents concerns in a minimal number of the sub-indicators and may or may not have a credible plan to address the issues.				
	Meets standard		The school complies with and presents no concerns in the sub-indicators below.				
	Exceeds standard		The school consistently and effectively complies with and presents no concerns in the sub-indicators below.				
3.5 Rating	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
	MS	MS	MS				
Sub-indicator Ratings	Sub-indicators						Rating
	Health and safety code requirements						MS
	Facility accessibility						MS
	Updated safety and emergency management plans						MS
	A facility that is well suited to meet the curricular and social needs of the students, faculty, and members of the community						MS

In 2013-14, SENSE's facility met all health and safety code requirements and provided a safe environment conducive to learning. The facility's design, size, maintenance, security, equipment and furniture were all adequate to meet the school's needs. The school was accessible to all, including people with physical disabilities. The Mayor's Office monitoring of SENSE's compliance with health and safety code requirements did not reveal any significant concerns related to these obligations. Accordingly, the school is meeting standard for this indicator for 2013-14.